MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

DBS 5614 – MANAGEMENT

(All sections / Groups)

3 MARCH 2020
9.00 a.m - 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 11 pages with 2 sections.

2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.

3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: Multiple Choice Questions (40 Marks)

1. Which of the following refers to a person who is able to influence others and who possess managerial authority?

   A. Leaders.
   B. Managers.
   C. Visionaries.
   D. Entrepreneurs.

2. _____ describes the leadership style in which a leader tends to dictate work methods, make unilateral decisions, and limit employee participation.

   A. Autocratic style
   B. Democratic style
   C. Laissez-faire style
   D. Authoritarian style

3. When working with his employees, Muthu involves them in decision making and encourages them to participate in deciding their work methods and goals. Muthu's leadership style can **BEST** be described as which of the following?

   A. Autocratic.
   B. Democratic.
   C. Participative.
   D. Laissez-faire.

4. Which of the following **BEST** describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way they see fit?

   A. Delegative style.
   B. Facilitative style.
   C. Democratic style.
   D. Laissez-faire style.

5. Based on the Ohio State studies, _____ refers to the extent to which a leader is likely to define and shape his or her role and the roles of group members in the search for goal attainment.

   A. consideration
   B. people orientation
   C. initiating structure
   D. production orientation

Continued...

6. According to the Ohio State studies, the _____ dimension of leader behaviour is defined as the extent to which a leader has job relationships characterised by mutual trust and respect for group members' ideas and feelings.

   A. integrity
   B. consideration
   C. people orientation
   D. relationship management

7. The University of Michigan studies used two dimensions, which are _____ and _____ to study behavioural characteristics of leaders.

   A. task; people
   B. consideration; initiating structure
   C. employee oriented; production oriented
   D. decision-making; employee development

8. The _____ model refers to a leadership theory proposing that effective group performance depends on the proper match between a leader's style of interacting with his or her followers and the degree to which the situation allows the leader to control and influence.

   A. path-goal
   B. Fiedler contingency
   C. situational leadership
   D. University of Michigan

9. Fiedler's dimension termed _____ is the degree of confidence, trust, and respect subordinates have for their leader.

   A. task structure
   B. position power
   C. leader-member relations
   D. leader-member exchange

10. The degree to which the job assignments are formalised and structured refers to the _____ contingency dimension identified by Fiedler.

    A. task structure
    B. initiating structure
    C. production orientation
    D. organisational structure

Continued...

11. Fiedler's term _____ describes the degree of influence a leader has over certain activities such as hiring, disciplinary actions, promotions, and salary increments.

A. responsibility
B. task structure
C. position power
D. leader-member relations

12. Which of the following leadership styles describes a leader who provides little direction or support?

A. Telling.
B. Selling.
C. Delegating.
D. Participating.

13. Which leadership theory states that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the group or organisation?

A. Fiedler's Theory.
B. Path-Goal Theory.
C. Leader-Member Exchange.
D. Leader Participation Model.

14. With regard to the path-goal theory, a manager who consults with their subordinates and uses their suggestions exhibits which type of leadership behaviour?

A. Directive.
B. Supportive.
C. Participative.
D. Achievement oriented.

15. All of the following are sources of power for a leader **EXCEPT** _____.

A. status
B. expert
C. coercive
D. legitimate

Continued...

16. Groups that are determined by the organisation chart and composed of individuals who report directly to a given manager are known as _____.

    A. task groups
    B. command groups
    C. self-managed teams
    D. cross-functional teams

17. Every year ABC Sdn. Bhd. hosts a picnic for their employees and their respective families. A group is formed to plan and make all the arrangements for the event. However, this group will disband when the task is completed. This group would be called as a _____.

    A. task group
    B. command group
    C. self-managed team
    D. cross-functional team

18. Which one of the following stages of group development involves defining the group's structure and leadership?

    A. Forming.
    B. Norming.
    C. Storming.
    D. Performing.

19. In this meeting, the group is discussing a code of conduct to be observed by all members, such as arriving on time and not interrupting the speaker. This group is in which of the following stages of group development?

    A. Forming.
    B. Norming.
    C. Storming.
    D. Performing.

20. In which stage of group development does the group focus its attention on wrapping up activities instead of task performance?

    A. Forming.
    B. Norming.
    C. Performing.
    D. Adjourning.

Continued...

21. _____ refers to a type of work team that operates without a manager and is responsible for completing a work process or segment.

A. Virtual team
B. Problem solving team
C. Cross-functional team
D. Self-managed work team

22. Which of the following is a work team that composes of individuals from various functional specialties?

A. Virtual team.
B. Problem solving team.
C. Cross-functional team.
D. Self-managed work team.

23. All of the following are the characteristics of an effective team with the **EXCEPTION** of:

A. Mutual trust.
B. Unclear goals.
C. Relevant skills.
D. Unified commitment.

24. _____ refers to groups whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills.

A. Work teams
B. Work groups
C. Informal groups
D. Self-managed teams

25. All of the following are the characteristics of a work group **EXCEPT**?

A. Accountable only to self.
B. Work is done collectively.
C. Purpose is same as broader organisational purpose.
D. Work is decided upon by group leader and delegated to individual group members.

Continued...

26. Which of the following consists of all the patterns, networks, and systems of communication within an organisation?

    A. The grapevine.
    B. Formal communication.
    C. Interpersonal communication.
    D. Organisational communication.

27. During the communication process, the message is converted to a symbolic form. This process is known as _____.

    A. encoding
    B. decoding
    C. deciphering
    D. symbolizing

28. Which of the following refers to the disturbances that interfere with the transmission, receipt, or feedback of a message?

    A. Noise.
    B. Filters.
    C. Screens.
    D. Distractors.

29. Samy has prepared a memorandum explaining the objectives of the work team. Some of the production workers have come to Samy to ask for clarification about the memorandum. This represents the _____ aspect of the communication process.

    A. noise
    B. filtering
    C. feedback
    D. decoding

30. Which one of the following methods of communication should be used when the sender requires quick and accurate feedback?

    A. E-mail.
    B. Voicemail.
    C. Face-to-face.
    D. Instant messaging.

Continued...

31. Which one of the following methods of communication offers high scanability?

A. Meetings.
B. Voice mail.
C. Publications.
D. Face-to-face communication.

32. Which one of the following is **TRUE** regarding nonverbal communication?

A. It is absent in spoken communication.
B. It is synonymous with body language.
C. It is involuntary; it cannot be used deliberately.
D. It usually carries greater impact than verbal communication.

33. Which of the following occurs when the amount of data provided exceeds the recipient's processing capacity?

A. Physical barrier.
B. Conceptual block.
C. Perceptual barrier.
D. Information overload.

34. _____ is the deliberate manipulation of information to make it appear more favourable to the receiver.

A. Filtering
B. Framing
C. Encoding
D. Screening

35. Which of the following **BEST** describes jargon?

A. An emphasis given to words or phrases that conveys meaning.
B. The capacity of a communication method to process complex messages.
C. A technique that increases the breadth potential of a communication method.
D. Specialised terminology that members of a group use to communicate among themselves.

36. Which one of the following is a way for managers to overcome the barriers to communication?

A. Filtering.
B. Encoding.
C. Decoding.
D. Feedback.

Continued...

37. Listening to the full conversation without making premature judgments or interpretations is known as _____.

A. decoding
B. active listening
C. passive listening
D. empathic listening

38. When a manager asks an employee to complete a task, the manager is using _____ communication.

A. lateral
B. formal
C. upward
D. informal

39. _____ communication flows from a manager to his employees.

A. Upward
B. Diagonal
C. Horizontal
D. Downward

40. In an effort to improve communication within the human resource department of a large organisation, the department head puts a suggestion box at the door and invites employees to communicate their thoughts, ideas, concerns, or grievances to the managers in the department. Which one of the following methods of communication is he encouraging?

A. Lateral.
B. Upward.
C. Diagonal.
D. Downward.

(Total: 40 marks)

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SECTION B: Structured Questions (60 Marks)

QUESTION 1

Aiman is a manager in a shoe manufacturing organisation. He plays an important role in organisational change. Specifically, he often serves as a catalyst for the change. In other words, he is the change agent in his organisation. However, he found that change is often resisted by employees.

Based on the given scenario, answer the following questions:

(a) Define "*organisational change*". (2 marks)

(b) Describe **FOUR (4)** main reasons employees resist change. (8 marks)

(c) Provide **FIVE (5)** techniques that Aiman can implement to reduce employees' resistance to change. (5 marks)

(Total: 15 marks)

QUESTION 2

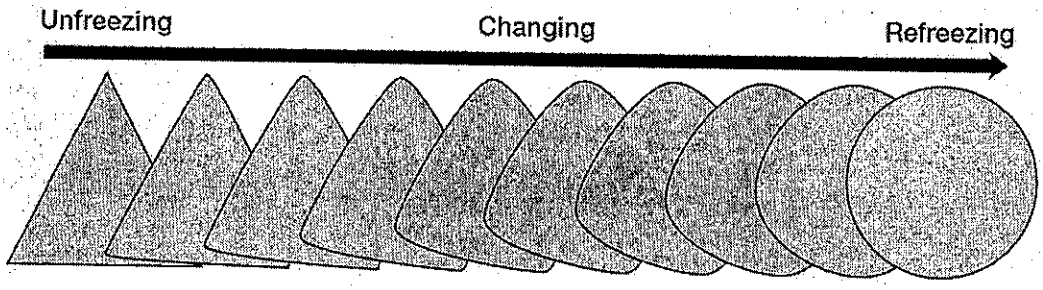

Figure 1

(a) Figure 1 shows Kurt Lewin's Three-Step Change Process.

(i) Briefly explain the **THREE (3)** steps. (3 marks)

(ii) State **TWO (2)** examples of change in an organisation. (2 marks)

(b) Define "*organisational development*". (2 marks)

(c) Explain **FOUR (4)** organisational development techniques. (8 marks)

(Total: 15 marks)

Continued...

QUESTION 3

(a) Motivation is the process by which a person's efforts are energised, directed, and sustained toward attaining a goal. The well-known early theory of motivation is Abraham Maslow's hierarchy of needs theory. Illustrate the hierarchy of needs and explain the **FIVE (5)** levels that make-up the hierarchy. (11 marks)

(b) Frederick Herzberg's two-factor theory (also called motivation-hygiene theory) proposes that intrinsic factors (motivators) are related to job satisfaction, while extrinsic factors (hygiene factors) are associated with job dissatisfaction. Provide **TWO (2)** examples of motivators and **TWO (2)** examples of hygiene factors. (4 marks)

(Total: 15 marks)

QUESTION 4

(a) David McClelland and his associates proposed the three-needs theory, which highlighted that the three acquired (not innate) needs are major motives in work. List and explain the **THREE (3)** types of needs. (6 marks)

(b)

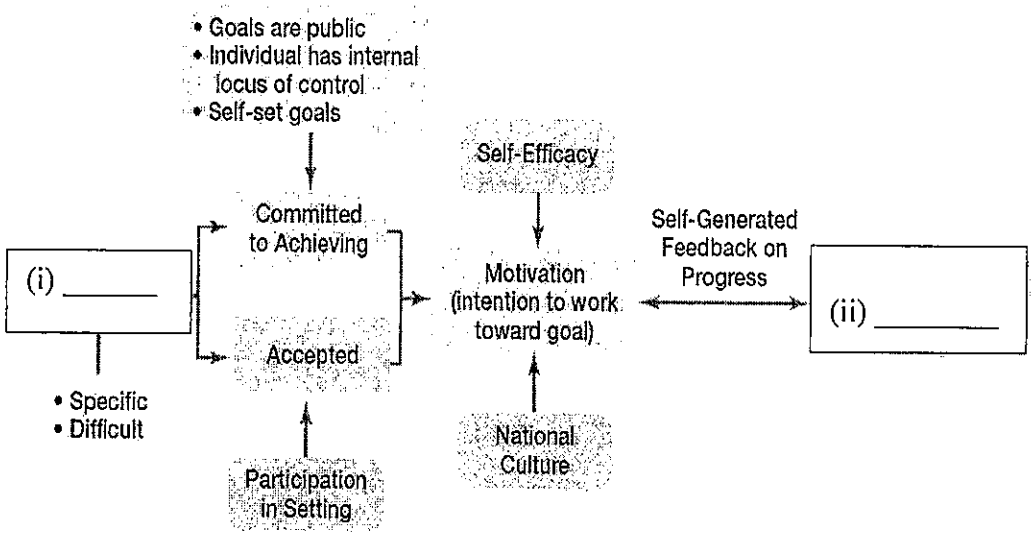

Figure 2

Figure 2 summarises the relationships among goals, motivation, and performance. Complete the figure by writing the correct answers for (i) and (ii) in your answer booklet. (2 marks)

Continued...

(c)

(i) Define "*expectancy theory*". (2 marks)

(ii) Illustrate the expectancy model and label the model accordingly. (5 marks)

(Total: 15 marks)

End of Paper